Terms of Reference
Development and Operationalization of M&E framework for the Energy Division of MEW

Project: Institutional Development for Energy in Afghanistan (IDEA)
PN: 2015.2000-6-001.02

1. Background

Government of Afghanistan is increasingly laying emphasis on developing and utilizing Afghanistan's domestic resources to increase its generation capacity. The objective is to become self-reliant in electricity supply and reduce dependence on imported power, which constitutes about 70% of the total power consumed by the country.

The installed generating capacity in Afghanistan is only about 500 MW, which is largely based on hydro and diesel generation. The present capacity is not adequate to meet country's total power demand, which is largely met by importing power from the neighboring countries viz. Uzbekistan, Tajikistan, Turkmenistan and Iran.

The country has about 1.2 million consumers and the per capita consumption of electricity is about 195 kWh, which is low as compared to South Asia average of 667 kWh and global average of 3,100 kWh in 2012. The level of electrification in Afghanistan is presently about 35%. The Government aims to take it up to 65% over the next 5 years.

The Ministry of Energy and Water (MEW) governs the power sector in the country. It is responsible for formulating policies, strategies and plans for the development of power sector and implementation of these. Its role is critical for sustainable development of the power sector in the country.

Afghanistan has one vertically integrated State-owned power utility viz. Da Afghanistan Breshna Sherkat (DABS), which is responsible for power generation, transmission and distribution across Afghanistan. It is an autonomous organisation fully owned by the Government of Afghanistan.

GIZ, the international development agency of Germany, is supporting Government of Afghanistan in a number of areas. The key areas of support include institutional development, capacity building, creation of appropriate legal and policy framework and good governance. An Afghan-German Cooperation Programme titled "Institutional Development for Energy in Afghanistan" (IDEA) has been designed, which is supporting the MEW for institutional capacity development for public institutions and private sector companies and organizations. The focus of this new program IDEA is on institutional capacity development for public institutions and private sector companies and organizations. It has four components:

Component A: to support and develop legal and policy framework.

Component B: to foster and develop inter institutional cooperation mechanisms on national and provincial levels.

Component C: to amplify knowledge about renewable energy and energy efficiency and to develop business models for operation of small and off grid power schemes as well as to contribute to vocational training for Operation and Management of them.

Component D: to develop private sector involvement and investment into the afghan energy sector.

Development of power infrastructure is vital for the economic growth of Afghanistan. Power sector, thus occupies an important position in the development plans of the country. Several power sector projects, funded by the national budget as well as by international financial institutions and donors, are presently under implementation in Afghanistan. Besides the power infrastructure projects, several donor funded technical assistance programmes are currently in various stages of implementation to support the power sector in the country. It is thus necessary that a robust Monitoring & Evaluation mechanism is established in the MEW. It is proposed to provide support to the Energy Division of the Ministry of Energy and Water (MEW), under the IDEA programme, to design and implement a Monitoring & Evaluation (M&E) system for MEW, in order that it is better equipped to achieve its objectives.

2. Brief Description of the Assignment

MEW has formulated the Afghanistan National Energy Policy (NEP), Renewable Energy Policy (REP) and Electricity Services Law (ESL) and recognizes the importance of setting up a structured M&E mechanism to monitor and evaluate the incremental progress of implementation of these to ensure that the objectives of the five year strategic plan of energy sector (2016-2020) are met.

It is important to mention that a structured monitoring and evaluation system is in place in the Energy Division of MEW in some basic form, but it needs to be further developed and strengthened. Furthermore, for operationalization of the M&E system, significant capacity building needs to be done for effective implementation of the M&E System.

3. Objectives

- A comprehensive Monitoring & Evaluation system/framework for the Energy Division of MEW is developed.
- The system is populated with the necessary data.
- Adequate capacity development through trainings is done of the people who would manage the M&E system.

4. Scope of Work

The consultancy firm would be expected to perform the following tasks under this assignment:

- **Desk review and consultation:**
  - Stakeholder consultation in the Energy Division of MEW to understand the organization structure and tasks and activities that are being performed in the Division.
  - Conduct a literature review of all relevant sector assessment reports focusing on Results Based Management (RBM), Organizational Development (OD) and Monitoring and Evaluation (M&E) aspects.
  - Review the already developed M&E framework for Energy Directorates.

- **Design of a comprehensive M&E System:**
  - Update and redesign wherever required, Monitoring & Evaluation system/framework to include the plans and goals of various sector initiatives.
  - Evolve a comprehensive M&E system to monitor and evaluate all activities and projects in the energy sector, under the purview of MEW, in consultation with the

Deputy Minister, Energy, Advisors and relevant officers of the Energy Directorates/Departments.
- Ensure that all indicators are SMART compliant (simple, measurable, attributable/achievable, realistic and time-bound).
- Develop a proposal for the establishment of a Monitoring & Evaluation Unit in the Energy Division of MEW and support its operationalization.
- Develop a coherent and comprehensive structure for the Monitoring and Evaluation unit/department and present it to senior officials of the MEW and other authorized entities.
- Develop a coherent and comprehensive structure for institutionalizing the Monitoring and Evaluation system/framework within Units/Departments/Directorates of the Energy Division of MEW.
- Organize a workshop to present the outputs to senior officials of MEW and other authorized entities with a view to finalizing the M&E system/framework.
- Incorporate feedback received from the participants of the workshop and submit the final M&E system/framework.

- **Roll-out of the M&E System/Framework:**
  - Review and complete the energy sector matrix and logframes/result frameworks for Units/Departments/Directorates of the Energy Division of MEW, incorporating relevant elements of the final M&E system/framework in their Key Performance Indicators (KPI) in consultation with the Senior M&E Advisor in the Energy Division of MEW.
  - Develop comprehensive reporting templates for Units/Departments/Directorates of the Energy Division of MEW based on their Key Performance Indicators (KPI) commensurate with the final M&E system/framework in consultation the Senior M&E Advisor in the Energy Division of MEW.
  - Develop a comprehensive M&E manual that would include guidelines for successful implementation of the M&E system. The manual should clearly specify standard operating procedures for data collection, collation, aggregation, reporting and analysis.
  - Act as resource-person(s) during orientation sessions with key staff of Units/Departments/Directorates prior to roll-out of the final M&E system/framework. The orientation session will include modules on the final M&E system/framework, key performance indicators, M&E manual/guidelines and reporting templates.
  - Conduct a situation analysis in the Central Statistic Organization (CSO) to determine its intervention and link with the energy sector.

- **Institutionalization:**
  - Mentor and coach designated staff of Units/Departments/Directorates of the Energy Division of MEW to collect and collate data and preparing reports in consonance with the M&E manual/guidelines and reporting templates.
  - Organize monthly reflection meetings with heads of Units/Departments/Directorates of the Energy Division of MEW on reports submitted by their staff.
  - Provide inputs for changes required to be made in annual work plans of Units/Departments/Directorates of the Energy Division of MEW based on the information being provided in reports.
  - Facilitate and organize an international tour to study relevant sectoral energy M&E systems.
  - Act as resource person(s) for refresher sessions for staff of Units/Departments/Directorates of the Energy Division of MEW on the M&E system based on mentoring and coaching experience.
  - Support the Dy. Minister, Energy for:

- Developing terms of references and results framework for the newly added Units/Departments/Directorates of the Energy Division of MEW.
- Developing terms of reference for computerization of the M&E system/framework

5. Deliverables/Outputs/Timelines

The consultancy firm is expected to achieve the following key deliverables at the minimal:

Sl. No.	Deliverables	Time Lines (Weeks after commencement of Project)
1.	An Inception Report that would include: (i) Approach and Methodology, (ii) Tasks/Activity Plan for completion of the Assignment.	2
2.	Basic analysis report documenting MEW expectations, objectives of the study, tasks and activities currently being performed by MEW, as-is analysis of monitoring and evaluation, key structural gaps, gaps in qualifications and experience and a detailed work plan.	4
3.	Draft Comprehensive Report on M&E system including the organization structure of the M&E Unit.	8
4.	Final Comprehensive Report on M&E system duly approved by the Dy. Minister, MEW.	10
5.	Monthly Progress Reports	End of each Month
6.	Mid-term report that would include Institutional and Individual Key Performance Indicators, M&E Manual, reporting templates and reports on orientation sessions.	13
7.	Reports documenting details of activities conducted including mentoring & coaching, reflection sessions, refresher sessions and inputs to Dy. Minister, Energy.	End of 14, 18, 22 and 26 weeks
8.	Presentation on the results of assessment/analysis regarding energy statistics data in CSO to officials of MEW and CSO.	24
9.	Presentation to senior officials of MEW and other authorized entities on activities conducted and next steps.	24
10.	Sustainability Plan for the M&E System	26
11.	Final report at the end of Month 10 incorporating all previous reports complemented with an advisory for future activities to ensure sustained use of M&E system/framework.	26
12.	Translated version of all M&E framework documents into local language.	26

6. Coordination and Reporting

The consultancy firm will report to the assigned team of GIZ-IDEA and Deputy. Minister, MEW.

7. Contract Duration

The assignment will have duration of 26 weeks, starting from July, 2017 and ends on 31. Dec 2017.

Experts	Total *Working* days	Total Onsite days (Afghanistan)
M&E Team Leader	130	91
M&E Specialist 1	130	140
M&E Specialist 2	130	140

For further information please refer to section 9

8. Location/Duty Station

Ministry of Energy & Water (MEW), Kabul, Afghanistan with visits to at least 3 provinces (to be decided in consultation with the by. Minister, MEW).

9. Experience and Qualifications

The assignment requires deep knowledge and functional understanding of Monitoring & Evaluation, organization development, log frame, etc. with specific relevance to the energy sector. Experience in designing of manuals/guidelines, development of reporting templates, and oversight of data collection and analysis of activities is mandatory. The assignment would also require agility and patience while mentoring and coaching.

As all of the above may not be available with a single individual, it is proposed that the assignment is delivered by a firm which can bring on board a group of professionals with the experience of M&E and organization development in the energy sector.

The consultancy firm must provide proofs/Documents on following technical experience:

1- Monitoring and Evaluation
2- Result based management and result based monitoring
3- Organizational/institutional development
4- Public management and business management
5- Development studies

The assignment is proposed to be delivers by a team of 3 professionals having the following qualifications and experience:

Sl. No.	Position	Academic Qualifications	Experience
1	Team Leader	Master's degree in organizational / institutional development, M&E and result based management, development studies, public management, business management or any other relevant field.	At least 15 years of experience covering aspects as M&E and capacity building in the energy sector. The Team Leader will be expected to work on site for at least 13 weeks out of the total project duration of 26 weeks.
2	M&E Specialist-1	Master's degree in organizational / institutional development, M&E and result based management, development studies, public management,	At least 10 years of relevant experience. The M&E Specialist will work on site for at least 20 weeks during the total project duration of 26 weeks.

Sl. No.	Position	Academic Qualifications	Experience
		business management or any other relevant field.	
3	M&E Specialist-2	Master's degree in organizational / institutional development, M&E and result based management, development studies, public management, business management or any other relevant field.	At least 10 years of relevant experience. The M&E Specialist will work on site for at least 20 weeks during the total project duration of 26 weeks.

The team members will need to be fluent in English. Knowledge of Persian will be an added advantage. They will need to have good and standardized report writing skills complemented with excellent coordination, communication, moderation and reporting skills. Previous work with MEW will be considered as an extra asset. Time is of the essence and the Consultant will be expected to meet the project deadlines.

10. Other provisions

- Joint venture with an Afghan company would be encouraged for Technical and Logistic support.
- The Consultant would be required to be flexible to accommodate changes asked by Energy DM and GIZ-IDEA.
- Copy-pasting of the systems, policies, guideline from the documents of other countries is strictly prohibited and may lead to serious consequences including cancellation of the contract.
- Consultant is expected to coordinate directly with GIZ-RMO for risk management.
- The Evaluation will be based on Technical and Experience background.